



**Jim Squire, CFE**  
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- *Long Beach*
- *San Diego*

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*Wisconsin*

- *Madison*

October 20, 2015

Mr. Cyril Rayan  
President & CEO  
Resilience, Inc.  
2088 Walsh Avenue  
Suite C2  
Santa Clara, California 95050

Dear Cyril:

I am pleased to send you the enclosed franchise documents for your new Firestorm franchise for Resilience, Inc. Congratulations! Please sign and/or date the documents only where they are flagged, and return both copies of the Franchise Agreement and one copy of the Franchisee Compliance Certification to us. There are several places in the Franchise Agreement for dates that will be added by Jim Satterfield when he executes the document, and we will send you a fully executed copy.

This letter will serve as recognition that Jim has agreed to waive the Initial Franchise Fee and the Minimum Continuing Royalty referenced in the Franchise Agreement.

Again congratulations and I look forward to working with you as the newest member of the Firestorm family.

Best regards,

kc: enclosures

